

BOARD OF COMMISSIONERS OF COOK COUNTY
FINANCE COMMITTEE

Taken Thursday, October 17, 2013
at 1:30 p.m.

Cook County Board Room
County Building
118 North Clark Street
Room 569
Chicago, Illinois 60602

PRESENT:

CHAIRMAN: MR. JOHN P. DALEY

VICE-CHAIR: MS. DEBORAH SIMS

COMMISSIONERS: MR. JERRY BUTLER
MS. EARLEAN COLLINS
MR. JOHN A. FRITCHEY
MS. BRIDGET GAINER
MR. JESUS G. GARCIA
MS. ELIZABETH ANN DOODY GORMAN
MR. GREGG GOSLIN
MR. STANLEY MOORE
MS. JOAN PATRICIA MURPHY
MR. EDWIN REYES
MR. TIMOTHY O. SCHNEIDER
MR. PETER N. SILVESTRI
MR. ROBERT B. STEELE
MR. LARRY SUFFREDIN
MR. JEFFREY R. TOBOLSKI

ALSO PRESENT:

MR. MATTHEW B. DeLEON, Secretary
MR. ANTHONY W. LISANTI, Court Reporter

1 **OFFICES OF THE PRESIDENT**

2 CHAIRMAN DALEY: Good afternoon. The
3 Finance Committee of the Cook County Board will
4 reconvene.

5 Commissioners, we will have the
6 offices of the President. Kimberly Foxx will be
7 making the presentation.

8 In talking to some of the
9 Commissioners, we are trying to see if it is the
10 wish of the Board that tomorrow afternoon we will
11 have the Auditor and Administrative Hearings. I
12 think some of the Commissioners have asked if we
13 could move some of those departments forward, and we
14 might do that. We will move the Auditor, and we are
15 going to see if the Bureau of Administration can be
16 here, along with the Administrative Hearings.

17 We will now begin with the Office of
18 the President, Kimberly Foxx.

19 MS. FOXX: Thank you, Chairman Daley, and
20 Board of Commissioners.

21 I am Deputy Chief of Staff to
22 President Preckwinkle. I am here to present the
23 2014 budget recommendation for the offices under the
24 President.

1 This includes the Office of the
2 President and the Justice Advisory Council. As part
3 of this year's budget recommendation, the Department
4 of Homeland Security and Emergency Management stands
5 as a separate department.

6 This year, as with those previous, we
7 approached the budget with an eye towards our four
8 tenets -- fiscal responsibility, innovative
9 leadership, transparency and accountability, and
10 improved services. As always, it starts with fiscal
11 responsibility.

12 The Office of the President's budget
13 total appropriations for 2014 as recommended are
14 \$1,569,999. This is the same appropriation as the
15 2013 budget. Since taking office, the President has
16 reduced her budget by thirty-three percent and cut
17 the number of funded positions in half.

18 This year, we have made changes to
19 more fully illustrate actual office operations
20 within the budget. This year's budget
21 recommendation has been streamlined into three
22 business units that more accurately reflect the
23 operations of the office: the Office of the
24 President, Legal and Legislative Affairs; and Public

1 Affairs and Communications.

2 Fiscal responsibility is, of course,
3 the first -- but not the only -- principal guiding
4 the Office of the President.

5 Second is innovative leadership.
6 Public safety represents nearly a third of the
7 County budget. It is a significant priority to the
8 President, and she has led the charge to bring
9 stakeholders together to identify ways to reduce
10 pretrial detention we know that means all our
11 stakeholders must be able to communicate and
12 collaborate effectively. This is why this year we
13 are investing \$1.5 million on a data-sharing tool
14 that will allow all our public safety stakeholders
15 to access and share information.

16 Third is transparency and
17 accountability. We have evaluated our outdated
18 systems, and we are investing in modernizing and
19 streamlining our operations. In 2014 we will
20 implement a case management system within the Office
21 of the Inspector General. To date, we have
22 increased the budget of the Office of the
23 Independent Inspector General by forty-four percent.

24 Fourth, and finally, improved

1 services. The President has spoken at length about
2 her commitment to our healthcare system. This year
3 we secured the 1115 waiver and began early enrolling
4 patients who are eligible for Medicaid under early
5 enrollment. We have also continued to expand our
6 performance management initiative. This year we
7 launched STAR 2.0 to help managers improve their
8 operations by incorporating performance management
9 data into their decision-making.

10 We started with the Bureau of
11 Technology and the Office of the Chief Procurement
12 Officer. In just under two months the Procurement
13 Office has reduced the number of open requisitions
14 to an all-time low by monitoring and tracking the
15 workflow of our procurement process. Within the
16 Bureau of Technology, we have improved tracking of
17 technology requests and now we have begun posting
18 open work orders on a screen in the waiting area in
19 order to increase transparency and improve
20 turnaround time.

21 While I am here to represent the
22 President's Office, I know that the budget is a
23 product of three years of collaboration with the
24 President's Office and you, the Board of

1 Commissioners.

2 I look forward to working with you as
3 we continue to move forward in these efforts.

4 I will now turn it over to Juliana
5 Stratton, Director of the Justice Advisory Council.

6 MS. STRATTON: Good afternoon, Chairman
7 Daley, and to all of the Board of Commissioners.

8 I am Juliana Stratton, Executive
9 Director of the Justice Advisory Council.

10 For our fiscal year 2014 budget, I
11 will start by indicating the mission of the Justice
12 Advisory Council. Then we will move into some of
13 the highlights that we have accomplished in fiscal
14 year 2013, and then talk about some of our
15 initiatives for fiscal year 2014.

16 The mission of the Justice Advisory
17 Council is to coordinate and implement the
18 President's criminal and juvenile justice reform
19 efforts for public safety development. The
20 President's four public safety goals are, first of
21 all, to reduce the population at the Cook County
22 jail as well as at the Cook County Juvenile
23 Temporary Detention Center. Secondly, to do so in a
24 way that preserves public safety. Thirdly, to

1 promote successful reintegration into communities;
2 and, finally, to promote fair and equitable access
3 to justice.

4 In terms of fiscal year '13, we worked
5 very hard to broaden the pool of applicants for our
6 recidivism reduction grant, as well as establishing
7 a vigorous RFP process for our violence reduction
8 grant dollars.

9 In addition, we have hosted our third
10 Barriers to Reentry forum, and we have established
11 quite a great working relationship with a number of
12 the community-based service providers as it relates
13 to recidivism reduction.

14 As for transparency and
15 accountability, we continue to look at not only what
16 is happening in Bond Court and how individuals are
17 entering the jail on the front end, but we have
18 expanded our examination of the issue of the
19 increasing length of stay at the jail. We hosted
20 and co-sponsored with the American Bar Association
21 and Loyola University a forum on court efficiencies.

22 Then, finally, we are continuing to
23 work with the stakeholders in the juvenile justice
24 system to work on the population reduction effort at

1 the Cook County Juvenile Temporary Detention Center,
2 while we are also working with them in planning for
3 the implementation of the Raise the Age legislation
4 as of January 1, 2014.

5 As we head into the new fiscal year,
6 we will continue to look at efforts to divert
7 individuals from the jail on the front end,
8 including an initiative that we are working with
9 Commissioner Gainer's office on street level
10 diversion for prostitution cases. We will have
11 additional reentry barriers to reentry forums, but
12 we will do even more to look at what can be done in
13 terms of technical assistance for organizations that
14 often feel like they don't know how to apply for
15 grants or how to partner with other organizations to
16 be able to seek grant funding.

17 We will carry out the efforts at Bond
18 Court that were funded through the MacArthur
19 Foundation grant which was almost a half a million
20 dollars, as you are aware of, to assemble a new
21 cross-professional team that will help improve
22 indigent defense.

23 I am happy to entertain any questions
24 you may have about public safety initiatives through

1 the President's Office.

2 CHAIRMAN DALEY: Are there any questions
3 for the Office of the President as well as Judicial
4 Advisory?

5 Commissioner Collins.

6 COMMISSIONER COLLINS: Juliana, let me
7 thank you for increasing the number of grants that
8 you are receiving -- yes, the microphone is on --
9 the number of grants that you have been able to
10 obtain in working with the various agencies. That
11 is a super good thing. That was not happening, and,
12 again, there are more grants out there this year and
13 I'm sure you will be able to tap into more of those.

14 I hear you talking about new programs,
15 but I didn't hear you talking about the jail
16 diversion program which has been successful, but has
17 been lacking. It is an ordinance that is on the
18 books. It was specifically targeting first the
19 population of the mentally ill and second who was
20 suffering from drug abuse. It then expanded to all
21 adults and children, and then the targeted
22 population would be those people in the high-crime
23 areas.

24 Of course, those people who commit

1 minor offenses, and all of us agree, those who have
2 been working in the profession for years as I have,
3 that shouldn't be in jail in the first place.
4 Because that is the gateway to prison, the jails,
5 and it continues increasing the recidivism rate over
6 and over like a revolving door from generation to
7 generation. That we don't need.

8 I didn't hear you talk about funding
9 it at all, or working with me to get grants as
10 Chairman of Criminal Justice, to fund the jail
11 diversion.

12 What is your vision or your hopes of
13 funding jail diversion? I didn't know if that was
14 even your role. I thought your role was to secure
15 proper grants and ensure that those grants are used;
16 because we could be severely penalized from what
17 they have been able to do. It is very important.
18 Grants are basically specific to specific things.

19 Those are Federal Government. They
20 are not only driven by census data, because the
21 people who make up the number of people having the
22 problems, or incidents who are suffering from the
23 problems, are usually the intent of the legislation
24 to be targeted more at that group of people; trying

1 to reduce the number of them, where there is an
2 unusual number of people experiencing the same kinds
3 of things.

4 It is like the crime. We can
5 basically single out the communities. There is
6 crime all over, but there are some communities where
7 there is serious danger not only to the citizens,
8 but to the police getting killed, or other law
9 enforcement getting killed.

10 It would appear to me that we would be
11 targeting money to that. But I didn't know that
12 that was your role. We don't really get a chance to
13 talk, for whatever reason, as much as we should.

14 I think those two things, not for you
15 to do, should be separated out from each other and
16 your role is to get the grants. I understand they
17 are needed and they are monitored, but are they
18 going into the things that they need to be done?
19 That would be a great role for you.

20 But it seems like you are deciding who
21 gets what and how much. That I am not comfortable
22 with because some of the groups out there -- I know
23 most of them on the west side of Chicago and a lot
24 of them are on the south side of Chicago. I know

1 what they are capable of doing. I know what they
2 are doing. I make it my business in the summertime
3 is to go out and monitor. We have other people go
4 out and asking for services and they don't even know
5 what they are doing.

6 What we have to do, Juliana, is to
7 make sure that programs that have been proven to
8 work get adequate funding, staff, and money to do
9 the things that they say they are going to do to
10 help us to reduce the number of people going in
11 jail. And we have to also have grants that will
12 work on getting people out of the system. Once they
13 are out, to keep them from coming back.

14 There are some special needs for those
15 people. You can't determine them on your own. You
16 have to have people involved, and their families
17 involved, and others involved to make sure that they
18 have a plan for each individual to reduce recidivism
19 rates, to keep them from that revolving door, coming
20 back into the system.

21 I haven't seen anything dealing with
22 that kind of thing. Crisis intervention teams would
23 do that, the centers would do that, the resources.
24 Why do you feel that you should never -- we

1 shouldn't fund the jail diversion program because I
2 haven't heard you say you were interested in doing
3 it.

4 MS. STRATTON: I'm sorry I did not address
5 that proposed ordinance or the legislation prior.

6 COMMISSIONER COLLINS: Forget the
7 ordinance. Just speak about jail diversion.

8 MS. STRATTON: I understand. I was saying
9 that I did not mention that in my previous comments,
10 in my introductory comments. However, I do
11 understand that you did have a meeting with
12 President Preckwinkle recently regarding the
13 diversion program. Our office is one hundred
14 percent committed to working with you and your staff
15 on continuing to look at that jail diversion efforts
16 that you have proposed.

17 My understanding is that it is already
18 an ordinance, and you had some proposed changes to
19 that ordinance. We would be happy to work with you,
20 and we certainly appreciate your efforts because you
21 are absolutely right, as it relates to what we are
22 looking at with the jail. We are looking at what is
23 happening at Bond Court. But even before then, the
24 more than we can do in terms of diversion, the

1 better. That is something we very much would like
2 to see.

3 So, again, thank you for your
4 leadership on that, and we would certainly like to
5 support those efforts.

6 COMMISSIONER COLLINS: It is on the books.
7 It is just not being funded. Even without the
8 amendment, it should be funded. It should be a
9 priority because it has been proven to work. Proven
10 so much to work until all of the suburbs is
11 basically becoming a part of jail diversion. They
12 have put together their own social workers with
13 every police station to help them, and to get the
14 training to identify and recognize those people.

15 Many of them don't go to jail. They
16 go to being detoxed or they go to being stabilized
17 at hospitals. They have social workers monitoring
18 them and keeping them on their medication.

19 MS. STRATTON: As for the funding, that is
20 the conversation that will continue. What our
21 office did distribute to the entire Board this
22 morning was a list for the request of the
23 Commissioners and Commissioner Gainer in particular,
24 a list of the public safety grants and the funding

1 sources -- at least where those grants are going to.
2 That will help give a better sense of where grant
3 funding sources continue to be. That can be part of
4 the ongoing conversation with your office.

5 COMMISSIONER COLLINS: Who makes that
6 determination?

7 MS. STRATTON: Which determination?

8 COMMISSIONER COLLINS: Where the grants are
9 going to go. When you apply for the grants, you
10 usually apply for something specific, for those that
11 designate.

12 MS. STRATTON: These are all grants. The
13 document that was submitted are all grants that
14 respect the various public safety stakeholders. The
15 various public safety stakeholders identify that
16 they had a particular project that they wanted
17 funded and went to the various sources for grants.
18 That is something that we can talk about as it
19 relates to this particular initiative.

20 COMMISSIONER COLLINS: As a Commissioner,
21 can I apply for grants to fund the jail diversion
22 program?

23 MS. STRATTON: I can't speak for the
24 various entities such as the Illinois Criminal

1 Justice Information Authority or any of the other
2 grant-making entities as to whether or not they
3 would accept something directly from a Commissioner.
4 I am not aware of any Commissioners directly
5 applying for a grant. But what I am saying is we
6 will work with your office as this discussion
7 continues about where to identify funding. We will
8 be happy to work with you to determine the best
9 entity to apply for those funds and how it should
10 happen.

11 CHAIRMAN DALEY: Vice Chair Sis.

12 COMMISSIONER SIMS: Juliana, Commissioner
13 Fritchey showed me this morning where the City of
14 Chicago is dropping CeaseFire -- I guess it was a
15 million dollars that they gave CeaseFire. I think
16 we were on target when we were supporting the
17 Roseland CeaseFire because it would be a travesty if
18 the Roseland CeaseFire were to totally disappear.

19 What do you do about those agencies
20 like CeaseFire, not only in Roseland, but CeaseFire
21 on the west side and CeaseFire on the southeast side
22 of Chicago that are now probably going to be
23 scrambling for funding? Have you looked or have you
24 seen the article to try to figure out that those

1 CeaseFires that are functioning, and that are
2 producing numbers where they are showing where they
3 are helping in communities?

4 I know CeaseFire in Roseland was part
5 of Safe passage. I don't know what the CeaseFires
6 were doing, but I know that one in particular was
7 part of that.

8 Are we looking to try to help to pick
9 up that funding for those existing CeaseFires that
10 are in those communities that probably need to still
11 exist?

12 MS. STRATTON: Commissioner Sims, I am not
13 aware of any additional efforts to identify funding
14 for any particular organizations. We do have the
15 recidivism reduction grants that are issued through
16 an RFP process through the Justice Advisory Council
17 as well as the violence prevention grants. Those
18 are the two sources that I am aware of currently
19 which any organization can apply.

20 COMMISSIONER SIMS: Now the violence
21 prevention grant that we just allocated. When is
22 the next round or applications coming out? Is that
23 in 2014? Is there a pool where those agencies will
24 still be able to get notice that there is going to

1 be a grant coming forward?

2 MS. STRATTON: First of all, the
3 information is posted on the Office of the Chief
4 Procurement Officer's website. Secondly, we also
5 have some internal communication channels where we
6 try to make sure that any community-based
7 organizations that have a relationship with our
8 office, we notify them of grant opportunities.

9 The funding cycle, assuming all is
10 passed, last year I believe it was January that we
11 issued the RFP. We are looking at that same time
12 frame, around that same time frame. As you know,
13 there are some things that we need to do to improve
14 the process as we go forward, but as soon as those
15 kinks are worked out we expect that in early 2014 we
16 should see that going forward.

17 COMMISSIONER SIMS: Juliana, I want to
18 thank you for coming today. We had a conversation
19 back in the spring with young people, and I want to
20 thank you for participating in that. I hope when we
21 are looking for funding -- because you saw that the
22 young people that were there were willing to talk
23 and to get involved. They have a lot to say. We
24 just didn't have enough time to hear all of the

1 stuff they wanted to say.

2 I hope that in your grant funding that
3 we look for funding just for young people. Doing
4 things like that, or to do a large summit for young
5 people -- maybe there is a way to put something
6 together to get them to have these conversations.
7 There are a lot of kids that are afraid to speak.
8 But in a forum like that, if you put something
9 together, they feel comfortable and they will do
10 that.

11 Maybe we should have a town hall
12 meeting maybe to figure that out, instead of you and
13 I saying that those different agencies should deal
14 with that, or what kind of funding they need. Maybe
15 you should put something like that together so we
16 hear from the communities and say, "Where would you
17 like to see the funding come from?"

18 Let me just back up -- let me back up
19 so I don't confuse myself.

20 We should have town hall meetings to
21 talk about where best to put the funding, I should
22 say, because no matter how much we think we could
23 solve all of the problems, we would never solve them
24 all. I don't think all of this gang violence and

1 stuff is going to go away until we find some jobs
2 for these young people because there is nothing for
3 them to do. They say that the idle mind is the
4 devil's workshop -- well, he is really busy. I know
5 working with Karin Norington-Reeves, WIA -- in my
6 opinion, that is not working. When Karin is here
7 and she comes, I am going to tell her I don't think
8 it is working.

9 I talked to different agencies out
10 there this summer to ask who got kids. The Board
11 members here told me I shouldn't ask this question
12 because with Shakman we shouldn't know that. I
13 think that is wrong. Any time an elected official
14 can't ask what kids got summer jobs, there is a
15 problem. Because if you can't ask the question then
16 there are no summer jobs for kids.

17 I don't know of any kid that got a
18 summer job this summer out of that program. I know
19 we tried to do the City-County collaboration. I
20 think that that was one collaboration that we should
21 not have done because I think we could have found --
22 that way, we would have something to track to say
23 the County has put kids to work -- north, south,
24 western suburbs.

1 Because there is one thing I know
2 about the City because I worked for the City -- the
3 City is always going -- just like you guys and you
4 guys know this -- the City is always going to take
5 first. If it meant that there were ten kids to get
6 a job and it was supposed to go to the City and the
7 County, the City is going to get eight and the
8 County is going to get the rest.

9 We have to figure out how do we put
10 the suburban kids to work. Even though I have City
11 and suburbs in my District, some Commissioners only
12 have all City. I have to be able to look at the
13 young people in my District and say, "Yes, the
14 County is helping young people get jobs." I could
15 not say that at this point because I don't know of
16 any kids that got any summer jobs.

17 MS. STRATTON: Commissioner, you would be
18 pleased to know that shortly after our conversation
19 about this very same issue I did have a meeting -- I
20 am sorry that her name escapes me -- but from the
21 Chicago-Cook Workforce Partnership, who is working
22 on juvenile justice issues. She and I had a
23 specific conversation about how, as we look to
24 planning for next year, either through One Summer

1 Chicago or other avenues, how we can expand a
2 program for justice-involved youth in terms of jobs.

3 We are certainly taking that
4 seriously, and we are looking into how we can do it
5 better as we move forward.

6 COMMISSIONER SIMS: You can't put a number
7 out there and say we have 114 opportunities. When
8 you tell a kid 114 opportunities, it's an
9 opportunity to do what? It doesn't say that there
10 is 114 opportunities that equates to 114 jobs.

11 We have to be careful with the
12 terminology. Please, next year when you all say
13 that, don't say "opportunities" because an
14 opportunity does not equate to an opportunity for a
15 job in all instances. That is even what you guys
16 said.

17 So we would like to say if there is
18 114 kids that came in, out of that 114,000 came
19 through the program, one thousand of them got jobs.
20 Then we can say one thousand got jobs; how many went
21 to the County, the kids that live in the suburban
22 areas. If you just say that, we don't know. If we
23 start asking questions, because of Shakman, nobody
24 can tell us. But that appears to us that none of

1 the kids that we all have to work with got jobs.

2 That is all we are looking for is some
3 clarity.

4 MS. STRATTON: I do understand. It was, to
5 use the term, there were 180,000 opportunities which
6 included tutoring, mentoring, and other internships.
7 There were 20,000 jobs that were specifically
8 identified. Then the additional jobs that we
9 mentioned for the justice-involved youth coming out
10 of the Cook County system.

11 I did send to all of the Board a
12 report that identified the zip codes. We didn't
13 have anything more specific than that, but it did
14 identify the zip codes. There are suburban zip
15 codes that are reflected. But, as I indicated, we
16 are committed to improving the process going
17 forward.

18 COMMISSIONER SIMS: I think that is all we
19 are asking so that we have something we can actually
20 look at and say we know that these young people are
21 working.

22 CHAIRMAN DALEY: Commissioner Suffredin.

23 COMMISSIONER SUFFREDIN: Thank you, Mr.
24 Chairman, and ladies and gentlemen of the Committee.

1 Ms. Foxx, I see in the presentation
2 that you say the retitling of the number in this
3 reorganization, under Shakman, has to be presented
4 to the court. Has that been done? And will it be
5 done by December when the budget takes effect?

6 MS. FOXX: It has not yet been done. I
7 will defer to Laura Lechowicz Felicione in terms of
8 finding.

9 COMMISSIONER SUFFREDIN: Anything to get
10 her to the mike

11 MS. FELICIONE: Laura Lechowicz Felicione
12 -- good afternoon, Commissioners.

13 There are a number of Shakman-related
14 changes in this budget. We are working through
15 preparing the notice to the Inspector General as
16 well as the Compliance Administrator. Pursuant to
17 the employment plan, the IG will then have fourteen
18 days to either approve or deny our request.

19 I do anticipate, based upon the nature
20 of these positions, that these changes will be
21 implemented prior to the start of the fiscal year.

22 COMMISSIONER SUFFREDIN: When you said
23 "this budget", since we are talking about the Office
24 of the President's budget, is that the budget that

1 you are referring to? Or the broader budget? Are
2 there other Shakman-related issues?

3 MS. FELICIONE: There are some minor
4 changes in their departments. For example, the ERP
5 is listed as its own separate department within the
6 Bureau of Finance. We are required to give notice
7 to the Inspector General. There is a position that
8 is being transferred from the Law Library to the
9 Secretary of the Board which will require notice to
10 the Inspector General as well as the Shakman
11 modification.

12 COMMISSIONER SUFFREDIN: But primarily when
13 you were talking about this budget you were talking
14 about right now the Office of the President, this
15 reorganization?

16 MS. FELICIONE: Yes.

17 COMMISSIONER SUFFREDIN: Ms. Foxx, there
18 are a number of people who are grade 24s who are
19 involved in this reorganization. Are any of them
20 getting pay raises as this reorganization takes
21 effect?

22 MS. FOXX: There are pay raises that are
23 included in this budget, yes.

24 COMMISSIONER SUFFREDIN: Could you get us

1 those pay raises? We normally get them after the
2 fact from HR. I think because of some discussions
3 that Commissioner Sims has been having about 24s in
4 general, it will be helpful for us to see how the
5 President's Office is handling 24s.

6 MS. FOXX: Certainly. We can do that.
7 Thank you.

8 COMMISSIONER SUFFREDIN: On the
9 Commissioner on Women. Since you have been the
10 Acting Director of the Commission on Women, I
11 presume this is a seamless process of just coming
12 over and doing this?

13 MS. FOXX: As far as government goes, yes.
14 It has been rather seamless. The work of the
15 Commission continues on. With the new resolution,
16 we have empowered the Commission to take on more
17 responsibility for the work. That doesn't
18 necessitate having a dedicated staff person to do
19 it.

20 In the interim, being the liaison
21 between the President's Office and the Commission,
22 what we foresee is that with the communications and
23 the outreach, we will be able to fold in some of
24 those efforts as well. I believe that will be a

1 seamless transition.

2 COMMISSIONER SUFFREDIN: That will be one
3 responsibility you can give up as you take on a lot
4 of other responsibilities going forward?

5 MS. FOXX: Yes.

6 COMMISSIONER SUFFREDIN: Ms. Stratton, a
7 couple of questions.

8 The RFP process that you were
9 describing to Commissioner Sims on these various
10 antiviolence programs. I don't see the roughly \$2
11 million in your budget. Where is the \$2 million?
12 Is it \$2 million or is it another number for those
13 grants?

14 MS. STRATTON: It would not be reflected in
15 the Justice Advisory Council budget, per se. But I
16 will defer to the Budget Director, Andrea Gibson, to
17 explain.

18 MS. GIBSON: The \$1.9 million is in the
19 same place as it was last year, which is in fixed
20 charges in the 499 department, account 298.

21 COMMISSIONER SUFFREDIN: This is money that
22 is coming from our general revenue. This is not
23 part of any grant that we talked about?

24 MS. GIBSON: That's right.

1 COMMISSIONER SUFFREDIN: So the \$1.9
2 million is there, in the budget?

3 MS. GIBSON: Yes.

4 COMMISSIONER SUFFREDIN: In the document
5 that you passed out today, and looking at your STAR
6 goals and targets, you talked about the percentage
7 of orders in the Central Bond Court resulting in EM
8 or I-bonds. Your goal in 2012 was to get to twenty-
9 five percent. I think in 2012 you get actually to
10 twenty-five percent.

11 For this year, you're projecting
12 thirty percent. Do you have any idea where we are
13 at this moment?

14 MS. STRATTON: I can tell you right now
15 there are about 1400 orders to electronic
16 monitoring, orders by the Judges. As it relates to
17 that page four of the presentation, it only shows on
18 the chart at the bottom through August. I don't
19 have the September and October. We are still in the
20 middle of October. I just don't have the September
21 numbers there. But we are forecasting that there
22 would be about a thirty percent year-end average
23 percentage. That is right at the target where we
24 wanted to be.

1 So we are projecting for fiscal year
2 2014 hoping to see that goal even higher to about
3 thirty-five percent of those releases.

4 COMMISSIONER SUFFREDIN: As you look at
5 statistics from other jurisdictions, especially the
6 New Yorks, the Los Angeleses, the larger urban areas
7 -- is that percentage high - low - medium? Do you
8 have any idea?

9 MS. STRATTON: I would have to do some
10 additional research and get back to you in terms of
11 the exact numbers in terms of national trends. I do
12 know that we are high as it relates to the number of
13 pretrial detainees that we have at the jail. That
14 would lead me to believe, just based upon
15 speculation, that we probably don't have as high a
16 release number in terms of EM and I-bonds. But I
17 will look into that and get back to you.

18 COMMISSIONER SUFFREDIN: I don't know about
19 these other jurisdictions. I just saw for 2012 we
20 had felony new cases, indictments, 22,753 -- or 4.
21 That is a lot of cases. We disposed of 22,500. I
22 don't know if those other jurisdictions are dealing
23 with that volume. That is something we also need to
24 look into.

1 In the grant from MacArthur that you
2 are administering, the State's Attorney gets one new
3 Assistant State's Attorney, I think; am I right? Am
4 I reading that right?

5 MS. STRATTON: No. The grant from
6 MacArthur is specifically to help support indigent
7 defense, including two additional Public Defenders
8 as well as additional backlog clearance specialists
9 that are hired as contractual employees through the
10 Safer Foundation.

11 COMMISSIONER SUFFREDIN: The Illinois
12 criminal justice information grant that seems to
13 indicate three additional adult probation officers,
14 one Assistant State's Attorney, and one adult
15 Redeploy Illinois attorney. Do you know if the
16 State's Attorney is putting that person? Is that
17 someone who goes into post-conviction? Do you have
18 any idea how that person is used to help us reach
19 the goals here that the grant is intended for?

20 MS. STRATTON: Adult Redeploy Illinois is a
21 program that is specifically designed to help divert
22 people from the Illinois Department of Corrections.
23 Oftentimes when there is someone who is at risk of
24 violating probation, and at risk of going to IDOC,

1 then that is where the Adult Redeploy Court comes
2 in. So someone, the State's Attorney and the other
3 stakeholders will be a part of that court, which is
4 currently managed by Judge Portman in the Criminal
5 Division.

6 COMMISSIONER SUFFREDIN: It would not then
7 be part of what the State's Attorney's Office calls
8 their Diversion Unit, which diverts cases either
9 from prosecution to keep them out of the system,
10 from beginning, or has diversion sentences that
11 cause people to vacate a plea after a successful
12 completion of certain programs?

13 MS. STRATTON: You would have to confirm
14 with the State's Attorney's Office in terms of how
15 they designate this particular program. But I do
16 know what we would traditionally think of as the
17 State's Attorney's diversion or deferred prosecution
18 programs -- Adult Redeploy was not created out of
19 that.

20 COMMISSIONER SUFFREDIN: Your office was
21 involved in helping to design some of the new space
22 at Twenty-Sixth Street and some of the space that
23 was supposed to make us more efficient. Is that
24 space working? And/or is it understaffed and,

1 therefore, its full capacity isn't met? Your full
2 thoughts on that?

3 MS. STRATTON: What I can is what we
4 intended to do is to allow for space that was more
5 compliant with the Pretrial Service Act. Also a
6 space that was more humane for the detainees or the
7 arrestees that were awaiting Bond Court. From that
8 standpoint, we believe we were successful.

9 Previously, as you may know, there was
10 one -- what they called the "bullpen". I dislike
11 that term, but that was the name of it. The
12 interviews would take place through the bars with
13 attorneys and Pretrial Services conducting
14 interviews by yelling through the bars and getting
15 information that way.

16 The Pretrial Services Act requires
17 that there is a confidential space to be able to be
18 interviewed so that they can get the information
19 that can be helpful to the Judges.

20 So the build-out of the space was to
21 allow for the interviews to be held, private spaces
22 where the attorneys and/or Pretrial Services can
23 talk to the detainees directly, and also have some
24 privacy and more humane conditions. We believe it

1 was successful.

2 There is still, of course, a high
3 volume. We are continuing to monitor what happens
4 there. If there are any kinks, we can respond to
5 those to make sure that we can work it out. But
6 right now we do believe that we accomplished the
7 initial goal of what we set out to do.

8 COMMISSIONER SUFFREDIN: Just a little
9 footnote. Clip-on ties became popular because of
10 the old way. The person reaches through the bars to
11 grab the lawyer's tie. If it popped off, you were
12 fine; but if you were wearing one like this, you met
13 the bullpen in a different way.

14 Thank you.

15 CHAIRMAN DALEY: Commissioner Moore.

16 COMMISSIONER MOORE: Thank you, Mr.
17 Chairman.

18 Good afternoon. I agree with
19 Commissioner Sims. There are a lot of groups in our
20 communities who need funding and want funding.
21 Groups like CeaseFire and groups like Riverdale.
22 Groups like Riverdale Outreach in my community
23 currently have little or no funding at all.

24 During one of the most violent years

1 that my District has seen in many years, I just need
2 more of a clear understanding from reading this here
3 where we say that we conduct seminars for grant
4 applicants to increase fiscal capacity and
5 accountability, to better target the resources for
6 recidivism reduction. But this last award of
7 grantees -- I may have came on board late, but I
8 don't know how we let people know about these
9 programs, and, if so, if it is held in a community,
10 how do I go about arranging something like that for
11 all the groups in my area?

12 MS. STRATTON: Thank you, Commissioner, for
13 the question. Because that is something we are
14 hoping that we can continue to partner with all of
15 your offices, and that is making sure that the word
16 gets out to your respective Districts and to the
17 various community-based organizations in your
18 Districts so that they are aware of our grant
19 opportunities and how they can partner with us.

20 We believe that government serves its
21 role, but we know what we are trying to accomplish
22 as it relates to public safety, that the community
23 and the community-based organizations are the key
24 stakeholders there.

1 One of the things we did, we did
2 notify all of the Commissioners of the grant
3 opportunities and ask they be posted on your
4 respective websites. As we continue to host our
5 reentry forums, our various reentry forums, we are
6 continuing to gather and galvanize a number of
7 organizations. There are over probably about two
8 hundred organizations that are now aware of the work
9 that we are trying to do, and let them know that we
10 want to partner with them.

11 As you referenced, conducting
12 seminars, increased fiscal capacity and
13 accountability -- that is a direct result of the
14 reentry forums.

15 What we were first looking at is what
16 are the barriers to reentry as it relates to
17 housing, education, employment. What we found in
18 our last forum, which was held in the western
19 suburbs, that they said that some of the smaller
20 organizations, we are not even sure how to get into
21 the process of applying. We would like to partner.
22 We would love to see more seed grants.

23 We are certainly open to that. When
24 we say "conducting seminars", this is our goal for

1 the fiscal year 2014. We did not do that this year,
2 but we identified the need and now, going forward in
3 the next fiscal year, this is where we will want to
4 do that.

5 We will make it a point to inform all
6 you Commissioners of when those activities are
7 taking place so you can then get the word out in
8 your respective organizations.

9 I will also say that if there are any
10 organizations that are interested to be on our
11 contact list, you can also send me that information
12 as well.

13 COMMISSIONER MOORE: Thank you very much.

14 CHAIRMAN DALEY: Commissioner Garcia.

15 COMMISSIONER GARCIA: Thank you, Mr.
16 Chairman.

17 Juliana, there has been quite a bit of
18 conversation all over the metro area about
19 restorative justice and restorative justice hubs.
20 As we look at next year's budget, in your
21 interactions and engagements in groups that are
22 advocates, practitioners, people who would like to
23 see a concept of restorative justice spread
24 throughout the region, can you share anything about

1 what we may see next year so as to grow the practice
2 of restorative justice?

3 MS. STRATTON: Absolutely, Commissioner.

4 First of all, the President has
5 expressed her support of seeing more restorative
6 justice practices utilized. She has participated in
7 presentations by many of the practitioners and
8 advocate for restorative justice, as have I. We are
9 very interested in seeing more efforts utilized.

10 There are already restorative
11 practices being utilized by the State's Attorney's
12 Office, through Juvenile Probation, and with youths
13 that are in the JTDC currently. As we look at
14 alternatives to detention, we have to look at what
15 we need to do to reduce the population, to look at
16 more community-based alternatives to detention,
17 restorative justice is certainly something where we
18 want to see more investments made. That is one of
19 the subcategories that is listed under our violent
20 reduction grant. We would encourage any
21 organization to apply for those grants.

22 I am certainly open to continued
23 conversations with those that are doing this type of
24 work as to how we can find more opportunities for

1 them to do that both within the community, but also
2 directly related to these entities that I mentioned
3 previously.

4 COMMISSIONER GARCIA: In the same vein
5 regarding the question of jail crowding at the Cook
6 County jail. The efforts to try to reduce the
7 population at the jail has been frustrating for many
8 of us; I think including the President.

9 I am wondering if we are able to
10 figure out how to do that as we end the year and as
11 we begin 2014. If we could do that, and the savings
12 were generated as a result of such a reduction,
13 might that yield resources for things like
14 prevention and restorative justice practices in the
15 communities that need it the most, in your opinion?

16 MS. STRATTON: Absolutely. I believe that
17 is the President's goal. The goal I have heard
18 expressed by the Board, which is that we are
19 spending so much on pretrial detention at the jail
20 as well as at the Juvenile Temporary Detention
21 Center, that it does not free up the resources that
22 could be available to invest in community-based
23 alternatives.

24 Right now, you asked a question about

1 what can be done in this process. As you know, the
2 President has sought the assistance of the Illinois
3 Supreme Court. Chief Justice Kilbright has
4 responded that he is calling a meeting that will
5 take place in November, that will bring together all
6 of the stakeholders to look at what we can do as it
7 relates to pretrial detention, and getting that
8 population down.

9 But at the same time, you state
10 exactly what the sentiment is. You expressed that
11 we can either put money in detaining people, where
12 they are not getting the kinds of services as it
13 relates to their mental health, as it relates to
14 substance abuse treatment, as it relates to things
15 connected with the families, jobs, and school, or we
16 can reduce the population, spend less money on the
17 jail, and put more funding into community-based
18 alternatives.

19 That is where we believe we will see
20 the turnaround in terms of strengthening and
21 stabilizing communities.

22 COMMISSIONER GARCIA: Thank you very much.
23 I hope that we are able, with the assistance of the
24 Supreme Court, to figure out a way to do that

1 because I think it is money that is not well-spent
2 and that it could be much more effective in
3 preventing the type of overcrowding that we are
4 experiencing.

5 Thank you very much.

6 CHAIRMAN DALEY: Commissioner Collins.

7 COMMISSIONER COLLINS: Juliana, every two
8 years they do reports on juveniles and they talk
9 about the failures. They talk a lot about things
10 like restorative justice. It works. It is one of
11 the most important factors for the disparity in the
12 number of African Americans and Latinos in our
13 jails.

14 Granted restorative justice does not
15 work without community-based resources and people in
16 the communities, committed in the communities, and a
17 good relationship between the community and the
18 people, the residents of the community, especially
19 the kids and the other areas. I don't know who gets
20 those reports, but prior to this Administration, we
21 got them every two years.

22 You must do that research. If you
23 pick up those documents every two years, they put
24 out a document by the State. It has all kinds of

1 information, the pros and cons, the numbers of
2 arrests, the comparison, and everything that you
3 need to know about how do we make it work.

4 It's not about racism. It is about
5 economics. Because we don't have the alternative
6 services, services at the community-based level.
7 That is where we have to focus the grants.

8 CHAIRMAN DALEY: Are there any other
9 questions?

10 Thank you very much for your
11 presentation.

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1 **OFFICE OF THE COUNTY AUDITOR**

2 CHAIRMAN DALEY: Commissioners, it is my
3 understanding that the County Auditor and the
4 Administrative Hearings are available. They were
5 scheduled for tomorrow afternoon, so if it is the
6 wish of the Board -- we also have Facilities. We
7 can take them now, these three departments, and they
8 will move quickly.

9 We will first hear now from the County
10 Auditor, Ms. Shelly Banks. Welcome, Shelly, for
11 your first presentation.

12 MS. BANKS: Thank you.

13 I am Shelly Banks, Office of the
14 County Auditor. Good afternoon, Mr. Chairman, and
15 Commissioners.

16 It is a privilege to be here today to
17 present the fiscal year 2014 Office of the County
18 Auditor budget. With our 2014 budget submission, we
19 recognize the need to obtain cost savings while
20 still offering the best services possible. Our 2014
21 budget request represents an overall reduction from
22 the 2013 budget.

23 Our 2014 budget submission reflects an
24 increase in staff through hiring two field auditors

1 in lieu of filling a higher-salaried deputy auditor
2 position. We believe that hiring field auditors
3 will allow us to continue to build a strong team to
4 focus on our core mission of providing audit
5 services that add value and improve the County's
6 operations.

7 Within the last few months, we have
8 made concerted efforts to build upon the office
9 operations in order to ensure that we operate in the
10 most effective and efficient manner possible. The
11 external quality assessment report identified some
12 key areas for improvement within the County
13 Auditor's Office. Out of the eight findings, we
14 have completely implemented six, with significant
15 work completed towards the other two.

16 Previously the audit processes were
17 highly manual, causing additional audit time. By
18 utilizing SharePoint, an existing technology
19 solution, we have automated our audit processes to
20 help us spend less time on manual tasks and more
21 time on audit work. The SharePoint portal also
22 increases the County Auditor's Office's
23 transparency.

24 We realize the importance of

1 technology and the increased role Information
2 Technology will play in the county. In fiscal year
3 2013, we hired an IT audit supervisor, developed an
4 IT audit program, and initiated five IT audits.
5 Based on management needs and/or risks identified,
6 we also increased our overall audit coverage for
7 fiscal year 2013 from eight to sixteen audits.

8 The improvements we have made enabled
9 us to create an aggressive and extensive fiscal year
10 2014 audit plan. To prepare the annual audit plan,
11 we developed and implemented a countywide risk
12 assessment program. Since this was the first year
13 for the countywide risk assessment program, we
14 focused on offices under the President, and planned
15 to expand the risk assessment in fiscal year 2014 to
16 include the elected officials. With this risk
17 assessment, we utilize key data factors and
18 evaluation criteria to assess the risks across the
19 various departments and programs. From this
20 analysis and meeting with various management staff,
21 we have developed a fiscal year 2014 audit plan
22 containing twenty-four audits and seven IT audits.

23 We feel it is important to provide
24 extensive audit coverage throughout the County. The

1 audit plan also includes time built in for
2 management consulting and special audits that may
3 arise during the year. In addition, we realize the
4 importance of the CAFR audit, and have dedicated
5 time to continue to assist the Comptroller's Office
6 in this process.

7 We are appreciative of our budget, and
8 for the opportunity to continue to build our team.
9 The County Auditor's Office strives to utilize the
10 resources it has to continue to add value to the
11 operations of County government.

12 Thank you for the opportunity to
13 present the Office of the County Auditor's budget.

14 CHAIRMAN DALEY: Shelly, I am not sure if
15 you were here earlier. I think you were, but during
16 the Finance presentation we asked specifically about
17 Johnson Controls, whether or not you are working
18 independently, if you have the ability to go in and
19 audit them?

20 MS. BANKS: Yes. We do have the ability.
21 We actually have that audit in the fiscal year 2014
22 audit plan. We have had preliminary discussions
23 with John Cooke on that.

24 CHAIRMAN DALEY: Are there any questions of

1 the Auditor?

2 Commissioner Gainer.

3 COMMISSIONER GAINER: Thank you, Chairman
4 Daley.

5 We had asked this question about
6 contracts that require, or have within them the fact
7 that the vendor gets paid based on either assumption
8 of savings or prediction of savings or their actual
9 savings. We had asked the Procurement Officer and
10 the CFO if they were aware of any contracts. They
11 said they were not aware of any to their knowledge.
12 I will ask you the same question. Are you aware of
13 any others outside of Accenture, which is over now,
14 and Johnson Controls?

15 MS. BANKS: No, I am not.

16 COMMISSIONER GAINER: Thank you.

17 CHAIRMAN DALEY: Commissioner Garcia.

18 COMMISSIONER GARCIA: Thank you, Mr.
19 Chairman.

20 Shelly, in a letter that was shared
21 with us by the Inspector General, recognizing that
22 you are fairly new to the office, there was
23 references made by the Inspector General to some
24 consulting contracts to perform revenue-generating

1 functions that Cook County Health & Hospitals System
2 made reference to the Auditor's Department, and
3 enhancing their ability to monitor certain aspects
4 of the functions of those contracts.

5 Could you discuss that briefly; what
6 has come up, if there has been conversations with
7 the IG's office about that, about developing or
8 enhancing some of the expertise as it relates to the
9 auditing of some of those contracts?

10 MS. BANKS: The Inspector General's Office
11 hasn't had those conversations with our office.
12 They have been with the Health and Hospitals System.
13 They have their own internal audit department.

14 COMMISSIONER GARCIA: It is not your
15 department?

16 MS. BANKS: Correct. No, it is not.

17 COMMISSIONER GARCIA: That that reference
18 was made to -- thank you.

19 CHAIRMAN DALEY: Any other questions?

20 Thank you very much, Shelly.

21 MS. BANKS: Thank you.

22 CHAIRMAN DALEY: A great presentation.
23 Thank you.

24

1 **DEPARTMENT OF ADMINISTRATIVE HEARING**

2 The next department will be the Bureau
3 of Administrative Hearings, John Allen.

4 MR. ALLEN: Good afternoon, Mr. Chairman,
5 and to the Commissioners. I appreciate the
6 opportunity to present my department to you this
7 afternoon.

8 I represent the Department of
9 Administrative Hearings. As you know, several years
10 ago you created the law to allow fair and impartial
11 hearings of ordinance violations issued by the
12 Sheriff, by the Forest Preserves, and by the Office
13 of the Sheriff. Since then we have grown
14 substantially to include -- I call them client
15 agencies. Departments such as Animal Control,
16 Environmental Control, Department of Highways and
17 Transportation, all now bring their citations to my
18 department to have a hearing and be adjudicated.

19 In spite of that growth, we have tried
20 to keep our budget fairly modest. The amount of
21 growth that you see from last year to this year is
22 only responsible for the transfer of one employee
23 from the Bureau of Technology to my department. We
24 have one employee -- who is actually here -- Mr.

1 Hatch. He was stationed to us from the Bureau of
2 Technology. He is really part of our group so we
3 brought him on.

4 By bringing him over from Technology
5 to my department, the salary actually amounts to a
6 \$15,000 savings to the County by bringing him on and
7 including him in this way.

8 We have tried to include some
9 substantial accomplishments in the past year. One
10 of our main goals, as we bring on more client
11 agencies, is to increase the amount of communication
12 between ourselves and the client agencies as well as
13 constituents. We have a case management system
14 acronym that we call "DACRA". With DACRA we can
15 track the citation from the time it is filed with us
16 until adjudication. But also we can track and
17 interface with the Department of Revenue, what
18 tickets are being paid, and which tickets are not
19 being paid.

20 We started allowing our client
21 agencies to have not only access to our case
22 management system, but in that way they can see
23 where the case is, when the case is set for trial,
24 as well as what tickets have been paid. We feel

1 that helps efficiencies, so the employees are not
2 calling our agency every other day to see what they
3 need to get their jobs done. Instead they can look
4 it up on their own system right there at their
5 desks.

6 Every department that we interact with
7 has given good marks on how well the system is
8 acting for them at the time.

9 We also have restructured our
10 docketing in cases. One of our biggest caseloads is
11 the tobacco tax. The vendors are selling them, but
12 not paying the taxes on them. We have two dockets
13 every Wednesday, a morning docket and an afternoon
14 docket. It requires all of the officers from the
15 Department of Revenue to come to this building and
16 wait all day to see if the case is going to be
17 called.

18 A lot of cases are pled out. A lot of
19 cases there is where no one shows up. We thought
20 that was a waste of time. What we did was we
21 allowed the morning docket to be called the
22 "arraignment docket". The case is called, the
23 question is asked, "What do you want to do about
24 this case? Do you want to hire a lawyer? Do you

1 want to plead it out? Or do you want to continue to
2 have it tried?"

3 The next court date that we give them
4 is for a trial date. When the investigator looks to
5 see what is on the next Wednesday trial docket, he
6 can see if his case is on there. He can see if he
7 is ready for trial. If not, he can go back to work
8 in the field and enforce the taxes.

9 Lastly, we work with the Department of
10 Revenue on the automobile use tax cases. We
11 originally had set a docket of one hearing a month
12 to hear about 250 cases a day. That is the backup
13 that was built up in Revenue. By utilizing the
14 DACRA database, the computer capability was
15 collecting it for the Department of Revenue, and
16 working back and forth we can have a data match with
17 axle spreadsheets and the DACRA database, and rate
18 the cases quickly and automatically. That takes
19 about less than two minutes to download the case, of
20 about five hundred cases.

21 So we increased our caseload to five
22 hundred cases every day, for two days a month. We
23 essentially are quadrupling the caseload we expect
24 to handle. That will help to get rid of the backlog

1 quicker.

2 In the coming year, we are looking
3 forward to absorbing a few more departments. One in
4 particular is the Department of Human Rights which
5 has been hearing cases on their own. We will now be
6 able to hear those cases ourselves. Because we
7 already have the structure and the case management
8 system in place, we feel that we can absorb the
9 entire budget that Human Rights planned, which is a
10 savings to the County of \$30,000.

11 Earlier this year, the Recorder of
12 Deeds worked in Springfield to pass the law to help
13 handle a significant problem where certain groups
14 were filing false deeds in the Recorder of Deeds'
15 Office, which was causing chain of title problems.
16 The new law allows the Recorder of Deeds to refer
17 those cases to us. We can declare the deed
18 fraudulent, if there is evidence of fraud proved.
19 That would clean the title up so they can actually
20 sell houses.

21 We have also worked with the Chief
22 Purchasing Officer to enhance or to rectify the
23 ability for the CPO to disqualify vendors. Right
24 now, the Cook County Code allows for the CPO to

1 disqualify or bar certain vendors who were convicted
2 of bad acts, such as an indictment, or where a
3 conviction occurs. This way we worked out the
4 details and the process so that if something happens
5 the County has a way to protect itself from vendors
6 that are unscrupulous.

7 Earlier this year, the Commissioners
8 passed a series of ordinances that allowed citizens
9 to be protected against certain public nuisances.
10 The Sheriff writes tickets for stuff like disorderly
11 conduct, marijuana cases, failure to register a gun.
12 Those cases are being heard by my department as
13 well.

14 Last year we had a caseload of about
15 30,000 cases. We have already exceeded that
16 caseload this year. Right now, we are at about
17 34,000 cases as of yesterday. I believe 39,000
18 cases by the end of November.

19 The \$16 million from last year
20 includes a \$4.5 million judgment from a large tax
21 case that has currently been overruled by the Cook
22 County Circuit Court. The State's Attorney has
23 assured me that that case will be won on appeal. We
24 will see what happens.

1 We have tried to keep the expenses
2 down on the costs that we are paying out to our
3 Administrative Law Judges. As I said in my
4 confirmation hearing in March, I am trying to
5 instill a culture of honesty, fairness,
6 impartiality. As my Judges work, their focus is not
7 on revenue generation, but on the administration of
8 justice.

9 You can see in the bottom graph that
10 we have got our average costs per case, which is
11 simply taking the amount I pay the Judges divided by
12 the number of cases we have heard in a certain time
13 frame. That comes up to right now an average of
14 fifteen dollars a case for the past year. Actually,
15 the average is seventeen, but the actual costs from
16 last year, per caseload, is fifteen dollars per
17 case. We are trying to keep it at that to make it
18 as efficient to the County as possible.

19 I tend to talk fast. I hope you
20 understood everything I said. Court reporters used
21 to hate me.

22 Any questions?

23 CHAIRMAN DALEY: Commissioner Suffredin.

24 COMMISSIONER SUFFREDIN: Thank you, Mr.

1 Chairman, and ladies and gentlemen of the Committee.

2 Mr. Allen, the General Assembly passed
3 a bill that gave the Assessor of Cook County the
4 ability to appoint hearing officers. In this budget
5 I think there is a paid differential that is good
6 for the Assessor's hearing officers, and it is not
7 good for your hearing officers. Was there any
8 attempt to get the Assessor to use your office when
9 this bill was going through the General Assembly?
10 Or is it a specific grant? He could appoint you.
11 Has there been any discussions since because it just
12 says, "He shall appoint the hearing officer", rather
13 than the normal language of it being up to the
14 County Board.

15 MR. ALLEN: The quick answer is "yes". I
16 receive a phone call after the bill was signed from
17 one of the counsels in the Assessor's Office who
18 indicated to me what they were trying to do. They
19 wanted to talk to me about how to set the program
20 up. I happily volunteered my services. I asked the
21 question -- we can do the job for you. They were
22 not interested in that process. They met with me,
23 Mr. Moran, my case manager, who is in the back.

24 We met again, went over our case

1 management system, the DACRA, which I talked about
2 and which he seemed very fond of. I again made the
3 offer that we can do this for you. The answer was
4 very quickly, "We'd rather do it on our own." There
5 wasn't a whole lot of opportunity for discussion.
6 We brought it up at least three times over the
7 course of our few conversations. I believe I can
8 handle it.

9 COMMISSIONER SUFFREDIN: Madam Budget
10 Director -- I would hope that there can be some
11 discussion with the Assessor's Office. If we start
12 having a whole bunch of Administrative Judges in the
13 County, we are going to undo what we were trying to
14 do by having a centralized administrative
15 adjudication. If we are going to have different pay
16 rates for lawyers who are functioning as Judges for
17 the Assessor versus lawyers who are functioning as
18 Judges in this program, we are going to undermine
19 it.

20 We are also going to hurt the
21 relationships we are trying to develop with other
22 jurisdictions, including the City of Chicago's
23 administrative adjudication and some of the Home
24 Rule units that have their own.

1 I think we ought to look at this. I
2 just reread the State law. The Assessor has the
3 discretion and could designate this office. I think
4 it would be a financial savings to the office. I
5 think this is something we should look at before we
6 finish this budget.

7 MS. GIBSON: Okay. We will do it.

8 COMMISSIONER SUFFREDIN: Thank you, Mr.
9 Allen.

10 CHAIRMAN DALEY: Any other questions?

11 Thank you very much, and
12 congratulations.

13 MR. ALLEN: Thank you. I appreciate that.
14 Thank you for your time.

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1 **DEPARTMENT OF FACILITIES MANAGEMENT**

2 CHAIRMAN DALEY: Commissioners, the final
3 department today will be the Department of
4 Facilities Management.

5 James D'Amico.

6 MR. D'AMICO: Good afternoon, Chairman
7 Daley, Cook County Commissioners of the Finance
8 Committee, President's Office.

9 This Administration rolled out much
10 efficiency that has mirrored business. Business
11 owners are the taxpayers of this great county, and
12 they demand results. President Preckwinkle mandated
13 goals and targets. This wasn't just another new
14 initiative that fell by the wayside. This is a
15 system where accountability is the ultimate goal,
16 and the result is to prove to the taxpayers they are
17 receiving a product at the best price.

18 Business is measured by speed and the
19 bottom line. Government is measured by process.
20 Performance management or STAR is a process which
21 established measureable results that can be compared
22 to business in Facilities Management. The
23 presentation in front of you outlines both speed and
24 process, both measured and delivered at the best

1 price.

2 Having your contemporaries,
3 colleagues, and the Administration present quarterly
4 to review your budget and goals is daunting, but the
5 system has allowed Facilities Management to return
6 \$1 million back to the treasury -- again, for the
7 third straight year. All of Facilities Management's
8 goals and targets are taxpayer dollars related.

9 We measure ourselves not to the City
10 of Chicago or the State of Illinois or another
11 municipality, but to the industry with which we must
12 compete, the Building Owners Management Association,
13 otherwise known as "BOMA".

14 Your buildings are the anchors of the
15 communities in which they are located, representing
16 government and justice. Cook County's buildings can
17 now be viewed as leaders versus private building
18 owners. Our tenants, staff, and the Federal
19 Government have stated and documented that we are in
20 the upper percentile of our services, and ownership,
21 as is representative of the Department of Justice
22 placing Facilities Management in one hundred percent
23 substantial compliance. We, the office under the
24 President, are the only agency to reach this

1 category and sustain one hundred percent substantial
2 compliance.

3 Last budget cycle you approved
4 handheld devices for our department. Commissioner
5 Gainer had a great idea, and this has now paid
6 dividends in the way we manage, budget, and staff
7 our buildings. I am now able to measure real-time
8 on work requested and completed through this
9 efficiency. Through this efficiency, management has
10 reduced the outlying staffing levels twenty-five
11 percent and consequently increased the jail staffing
12 to assist with the Department of Justice's agreed
13 order, our number one goal. We are making decisions
14 on real data.

15 This proposal in front of you will
16 establish the same devices to be purchased and
17 utilized at the Department of Corrections.

18 Our custodial staff has been reduced
19 to reflect the industry staffing levels. The will
20 of this Body in February of 2011 was to transfer
21 custodial to Facilities Management. I followed a
22 business plan, instituting policies and procedures,
23 holding them to the same level of accountability as
24 the rest of this department, and the results are now

1 in -- less than two years there is a reduction of
2 more than \$2 million taxpayer dollars, \$3 million if
3 you count fringe benefits. The team is staffed
4 appropriately per BOMA standards. We are now able
5 to expand these services to the Department of
6 Highways and Transportation garages, as some of you
7 requested throughout the year. That was a great
8 recommendation, Vice Chair Sims. So good Budget
9 Director Gibson, Deputy Chief of Staff Foxx pulled
10 all stakeholders together and demanded we explore
11 the possibility to maintain these garages with an
12 in-house workforce.

13 Now we're expanding to trade and
14 engineering work to maintain these facilities, which
15 will save that department contractual dollars.

16 Also, last year, the will of this
17 Board was to reduce our overtime appropriation by
18 thirty percent. Through working closely with Lisa
19 Metter in Labor Relations, work rule changes have
20 been implemented and sustained. Your mandate has
21 been sustained. Even though we encumbered ten
22 percent of this account early in the year when a
23 leak was discovered that flooded several floors and
24 courtrooms of the historical landmark at Twenty-

1 Sixth and California, we opened that courthouse
2 without disruption.

3 The Procurement Office, specifically
4 Shannon Andrews, who was responsive on that Saturday
5 evening, was instrumental in assisting with
6 emergency weekend purchases. This mandate was also
7 a challenge to Local 399's engineers. I sat down
8 with the president of that great union and hammered
9 out a solution, which was to separate the jail in
10 two sections, and adding roaming relief to the
11 suburban courthouses. This union and others have
12 proven to be true partners in reform.

13 Facilities Management has done more
14 with less, completing many construction projects
15 that were outside of our mission. I didn't ask for
16 more money or manpower. We delivered. We delivered
17 big-time this past year, completing projects at the
18 privately-managed George W. Dunne facility,
19 otherwise known as 69 West Washington, saving
20 Information Technology and Homeland Security
21 taxpayer dollars in excess of forty to one hundred
22 percent.

23 We completed a transformation of a
24 City of Chicago police station located at 937 North

1 Wood for the Sheriff's Fugitive Warrant Division at
2 less than \$100,00 when estimates from the private
3 sector came in at about \$2.5 million. Our dynamic
4 tradesmen from COUPE completed this project in less
5 than a month.

6 The ribbon cutting ceremony was last
7 week. Commissioner Fritchey saw the good work, and
8 recognized the dedication of our powerful in-house
9 trade workforce, and the Fugitive Warrant Division
10 is now consolidated rather than splintered
11 throughout the County. Wicker Park now has a police
12 presence in their backyard again.

13 This was a special project to me
14 because Facilities Management of Cook County made a
15 difference by working closely with the Sheriff and
16 the President's office to assist a community in our
17 great City. We will also be maintaining this
18 fabulous facility through 2023.

19 In addition, I would like to point out
20 that Facilities Management has saved the pension and
21 workers' compensation funds in excess of \$400,000
22 through alternative work identified for injured
23 employees to perform. This has garnered an
24 additional 1674 man-hours, which equates to ten

1 full-time employees at no cost.

2 In closing, I would like to point out
3 that we were the recipient of our fifth straight
4 national award. The 2013 program was transparency
5 and accountability. We are thankful to the National
6 Association of Counties for recognizing our efforts
7 in management and administration.

8 I believe it is very important to
9 point out that this past year Facilities Management
10 has also engaged thirty-four additional small
11 businesses in our system, expanding the minority-
12 and women-owned businesses and small businesses in
13 this County; a goal that this department didn't
14 measure -- we simply delivered.

15 I am available for questions, Mr.
16 Chairman, and Commissioners.

17 CHAIRMAN DALEY: Commissioner Gainer.

18 COMMISSIONER GAINER: Thank you, Jim.

19 I wanted to inquire about the status
20 of the two 399 apprentices and kind of what your
21 general feeling has been about that program.

22 MR. D'AMICO: Commissioner, if I recall
23 correctly that was a program that was an amendment a
24 few years ago. I believe it was an amendment

1 sponsored by you.

2 COMMISSIONER GAINER: It was. Thank you
3 for the tee-up. I wasn't going to go there. I got
4 it in the system, but how is it actually working?

5 MR. D'AMICO: I can tell you that the two
6 apprentice engineers, Mr. Valdez and Mr. Sherman,
7 one has received their license. He is the first
8 engineer that has gotten his degree in engineering.
9 Mr. Valdez is currently working towards his license.
10 He has a recommendation from a chief engineer to
11 become a licensed engineer.

12 The two men, although young, are very
13 ambitious, wanting to learn the physical plan. I
14 think it offered us many different pluses to our
15 workforce to have a young couple of men that wanted
16 to learn. We received two men at a very cheap rate.

17 In the future, that is really where
18 this Board should go, to have apprentices throughout
19 the system so that we are teaching. There is no
20 more Washburne Trade School. If you are not
21 developing an in-house workforce -- it is kind of
22 like a farm system. If you have got a good farm
23 system, you are going to wind up with a good
24 ballclub.

1 I guess, in short, to answer your
2 question: It has been a wonderful addition. You
3 made a difference in two young men's lives.

4 COMMISSIONER GAINER: Andrea, if people are
5 moving to the apprentice program, do we include a
6 replacement to have additional apprentices?

7 MS. GIBSON: I don't believe there are any
8 other additional apprentices contemplated in the
9 budget right now.

10 Jim, you don't have any more in your
11 budget, do you?

12 MR. D'AMICO: I do not

13 MS. GIBSON: I will check the hospital
14 system, but I don't recall if there are additional.

15 COMMISSIONER GAINER: Have the two that we
16 did two years completed their apprentice programs?

17 MR. D'AMICO: One has and the other has
18 not. He has not taken the test yet.

19 COMMISSIONER GAINER: How do you think this
20 would work? 399, the Operating Engineers, apply
21 themselves to a bunch of different functions. Do
22 you think this could work with other trades?

23 MR. D'AMICO: Absolutely.

24 COMMISSIONER GAINER: Andrea, I'm going to

1 follow up with you on that. I would like to look at
2 getting some additional positions in there. Because
3 to Jim's point we would probably get the work at
4 half the rate than we are, and growing people into
5 the future, so I will follow up with you on that.

6 CHAIRMAN DALEY: Vice Chair Sims.

7 COMMISSIONER SIMS: I am glad to hear you
8 have an apprentice program. I had not heard about
9 that. What are you doing about the people that did
10 not go through the apprenticeship program that are
11 not certified and have not been promoted? I
12 understand if you got an apprenticeship program
13 there is a movement. When you have some guys that
14 are already certified and have not moved into
15 different positions, are the apprentices going to
16 take precedence over the guys that may be just
17 waiting to be put into the positions?

18 MR. D'AMICO: Commissioner, that's a great
19 question because my plan actually is to have the
20 engineer I position, once both of the apprentices
21 reach their journeyman's status, to have a
22 promotional opportunity in-house. They will be able
23 to apply and be interviewed and seek the
24 opportunity, if they would like.

1 COMMISSIONER SIMS: What will happen to the
2 guys that are already certified? Will these guys
3 jump over them?

4 MR. D'AMICO: They are already engineers.

5 COMMISSIONER SIMS: The apprentice. You
6 have some guys that have already taken the test that
7 are certified. They are looking to move into a
8 higher level position. Will the apprentices take
9 precedence over the guys that are already there and
10 certified and have gotten all their things that they
11 need?

12 MR. D'AMICO: Commissioner, there will be
13 only one other classification that would have a
14 license. That would be the mechanical assistant or
15 fireman or fireman helper. They are all kind of in
16 the same group as a mechanical assistant. Yes,
17 there are several of them that do have an engineer's
18 license.

19 What has occurred and what will
20 continue to occur is that whenever there is an
21 opening we post it on Taleo. The individuals from
22 anywhere or in-house can apply. Then, of course,
23 there is a randomizer to select the ten individuals
24 that we will interview. They will then, obviously,

1 choose the selected candidate.

2 COMMISSIONER SIMS: I would hope that this
3 would be a fair choosing and it would not be the new
4 people. I think if it is fair, fair is fair. But
5 if you start to see all of the apprentices, the
6 young people that have gone through the apprentice
7 program start getting the promotions and the guys
8 that already have the certificate and the other
9 things that they need are still sitting there, that
10 doesn't appear to be fair.

11 MR. D'AMICO: I do understand you, but
12 there are two separate classifications.

13 COMMISSIONER SIMS: I think they wrote that
14 you're going down. Be careful because if it appears
15 that the guys that are going through certification
16 are the ones that are going to jump over other guys,
17 you're going to have total chaos in your shop.

18 MR. D'AMICO: It is also all related to
19 Shakman.

20 COMMISSIONER SIMS: I get that.

21 COMMISSIONER GAINER: Can I just make one
22 point?

23 CHAIRMAN DALEY: Commissioner Gainer.

24 COMMISSIONER GAINER: Commissioners, one of

1 the other opportunities with the apprentice is that
2 you could be trained here and get a job elsewhere.
3 Just like someone could have done their
4 apprenticeship somewhere else and got a job at the
5 County. It was creating another venue for training
6 to put more people out into the pipeline.

7 To Mr. D'Amico's point, if there is an
8 opening of an engineer, they have to open it and
9 post it. Maybe one of these guys applies; maybe
10 they don't. Maybe another mechanical assistant
11 applies. There is no special path for the
12 apprentices.

13 COMMISSIONER SIMS: That is my point.

14 MR. D'AMICO: On that point, there is no
15 special path. You would be very surprised,
16 Commissioners. It happens to us all the time. We
17 will look at a list and we are stunned that people
18 don't apply. It is an individual and family
19 decision. The mechanical apprentices, they work
20 days. If they choose to become an engineer, you are
21 on the bottom of the list and you are going to be on
22 a split shift and more than likely it will affect
23 your family's regular process.

24 COMMISSIONER SIMS: I get that. I just

1 want to make sure that there is no special --

2 MR. D'AMICO: There is no special path.

3 CHAIRMAN DALEY: Commissioner Suffredin.

4 COMMISSIONER SUFFREDIN: Thank you, Mr.
5 Chairman, and ladies and gentlemen of the Committee.

6 Yesterday we received an Inspector
7 General's report indicating that some of our highway
8 engineers did not have the proper licensure. Do we
9 have a process in place to ensure that everybody who
10 needs a license has a license and that it is valid?

11 MR. D'AMICO: Commissioner, absolutely.
12 When we post on Taleo, they have to supply Taleo and
13 upload their license so that the license is
14 available in the interview.

15 The only problem that we have come
16 into -- this is across engineering, and I mean this
17 with the stationary engineers. The City of Chicago
18 -- Local 399 has advertised it in their newsletter
19 and everyone is well aware of it -- is very behind
20 in issuing licenses to our engineers. That is the
21 only problem.

22 As a building owner, a stationary
23 engineer has to have their license hung in the
24 boiler room so that they operate the boilers and the

1 chillers.

2 COMMISSIONER SUFFREDIN: The Inspector
3 General wasn't talking about the hiring end. He was
4 talking about people who had been there for a while
5 who let their licenses lapse or maybe embellished
6 their credentials when the hiring wasn't as strict.
7 So you do have some kind of a procedure so that we
8 don't end up with an Inspector General report?

9 MR. D'AMICO: I do have a procedure, and
10 annually, Commissioner, what happens is in our
11 payroll department the engineers have to submit
12 their licenses. We talk about it to make sure that
13 the individuals are up to par. If they are not,
14 they are sent to the Local, which also does a great
15 job of reminding them that it is time to recertify.

16 COMMISSIONER SUFFREDIN: Thank you.

17 MR. D'AMICO: You're welcome.

18 CHAIRMAN DALEY: Commissioner Moore.

19 COMMISSIONER MOORE: Thank you.

20 Good afternoon, Jim.

21 MR. D'AMICO: Good afternoon, Commissioner.

22 COMMISSIONER MOORE: Jim, I just want to
23 say that you are doing a good job. I think your
24 office is doing a great job of being really

1 responsive to requests. I want to say
2 congratulations on the well-deserved award that you
3 received.

4 I do have a concern that I want to
5 talk to you about. It is the relationship between
6 Facilities and Capital. Recently, Capital gave the
7 Commissioners a presentation where they hired a
8 firm, an outside firm, to record all of the County's
9 assets in order to document projects to eliminate
10 the duplication of services.

11 How is Capital and Facilities working
12 to notify one another when they take on a project,
13 one that might be on the same docket of each
14 department to be done? How do the two departments
15 work together to record and track work that needs to
16 be done or completed?

17 MR. D'AMICO: Commissioner, we have a
18 dedicated liaison from our compliance team who
19 attends the monthly meetings with Capital Planning.
20 What we have done in the last two years, the Capital
21 Department has given us JOC funding. Susan, who is
22 that individual, goes to those meetings and reports
23 the progress on the JOB funding, which was given to
24 us last year in a total of \$2.5 million. Then at

1 those meetings there are discussions of what the
2 status of the projects that are currently underway
3 are -- of course, we have to report on what we are
4 doing.

5 So there is collaboration.

6 COMMISSIONER MOORE: When I was there with
7 you guys, I know one of the difficult challenges was
8 who housed the blueprints. Who had the warranties
9 for the various things that we fixed? How do I know
10 if it is at Facilities? How do I know if it is at
11 Capital? How do I know if it is kept at Facilities
12 itself, in the building?

13 MR. D'AMICO: Commissioner, this has been a
14 longstanding issue that predates both of our tenures
15 in that area. But the way that I have always viewed
16 it is that Capital builds it and we own it. We are
17 the landlord. We do have those prints. I have
18 three dedicated print rooms throughout Cook County,
19 in case two of them started fire at the same time,
20 because I believe in coincidences sometimes.

21 We have all of that information and it
22 is housed in our house.

23 COMMISSIONER MOORE: Like the warranties,
24 for a roof repair, for a new boiler -- who houses

1 all of that? Is there one central housing location
2 for that?

3 MR. D'AMICO: It is. It is in our business
4 office. Ms. Belinda Henderson, who is behind me,
5 keeps the records. Most recently, at the morgue,
6 Doctor Cina called me and told me of a leak. We
7 immediately turned to the warranty. We found it was
8 under warranty. The roofer was out onsite and
9 Doctor Cina couldn't have been more satisfied.

10 COMMISSIONER MOORE: That was -- help me
11 out -- who was the roofer?

12 MR. D'AMICO: It was National Roofing.

13 COMMISSIONER MOORE: National Roofing -- a
14 good guy.

15 Thank you.

16 CHAIRMAN DALEY: Commissioner Tobolski.

17 COMMISSIONER TOBOLSKI: Thank you, Mr.
18 Chairman.

19 Jimmy, were you recognized again this
20 year?

21 MR. D'AMICO: We were.

22 COMMISSIONER TOBOLSKI: I want to
23 congratulate you on that. Yesterday I was walking
24 through one of the buildings in McCook, where I wear

1 another hat. A gentleman that does consulting said:
2 Here is the problem, Mr. Mayor. Part of the wall is
3 bowed this way. The outside part of the wall is
4 bowed this way. We don't know which part of the
5 wall to remove to prevent the whole building from
6 coming down.

7 It is tough when you have
8 infrastructure that is old. You seem like Scotty on
9 Star Trek. You're running around trying to do the
10 best you can.

11 I just want to say that I think you do
12 a fantastic job. The complaints are less and less.
13 We all heard it when we first got here. I think we
14 see it across the board. Again, two years in a row
15 to be nationally recognized. We talked about other
16 areas where we had issues, and you stepped in and
17 resolved those nicely.

18 Not necessarily that everybody walked
19 away, one way or the other, but everybody walked
20 away with a little something. That is always a good
21 day for government and a good day for business.

22 Congratulations on the award. Just
23 keep doing what you are doing.

24 MR. D'AMICO: Thank you, Commissioner.

1 CHAIRMAN DALEY: Vice Chair Sims.

2 COMMISSIONER SIMS: Correct me if I am
3 wrong. Didn't we have some litigation with National
4 Roofing?

5 MR. D'AMICO: I don't know. They build it.
6 I own it. Capital would go out --

7 CHAIRMAN DALEY: They would answer that.

8 MR. D'AMICO: Yes.

9 COMMISSIONER SIMS: That is a question for
10 them?

11 CHAIRMAN DALEY: Capital is in tomorrow.

12 COMMISSIONER SIMS: Thank you.

13 CHAIRMAN DALEY: Any other questions?

14 Thank you very much, Jim, for the
15 outstanding job that you have done.

16 MR. D'AMICO: Thank you, Commissioners, and
17 Mr. Chairman.

18 CHAIRMAN DALEY: This Committee will stand
19 in recess to the hour of 9:00 a.m. tomorrow, which
20 is Friday, October 18, when we will hear from the
21 Bureau of Administration, Economic Development,
22 Technology, and Human Resources.

I certify that the foregoing is a correct transcript of the original shorthand notes of proceedings in the above-entitled matter.

Anthony W. Lisanti
Official Court Reporter

Date